



DEPARTMENT OF THE NAVY

NORFOLK NAVAL SHIPYARD
PORTSMOUTH, VIRGINIA 23709-5000

5720
Ser 100/516
- 9 NOV 2017

Mr. Marty Dixon
300 S. Monterey Drive
Chesapeake, Virginia 23320

Mr. Dixon:

This letter responds to your Freedom of Information Act (FOIA) request case number DON-NAVY-2018-000653. You are seeking a copy of "documents concerning the solicitation of interest for the position of Supervisory Training Instructor GS-1712-13, 739199C926 documents including; grading criteria sheets, interview questions, and scoring sheet."

This office received responsive documents pertaining to your request for review and release. Your request was carefully considered under applicable portions of FOIA (5 U.S.C. 552), as amended (implemented by Department of the Navy Directive SECNAVINST 5720.42F).

This review indicated a requirement to redact certain information. Redactions have been indicated by placing the exemption code in place of the redacted material. The specific exemption used for the redactions indicated in the report is as follows:

5 U.S.C. 552 (b) (6): Information that, if disclosed, would result in a clearly unwarranted invasion of personal privacy; specifically, names and phone numbers.

In view of the above, you may consider this to be an adverse determination that may be appealed. Since you have created an account in FOIA ONLINE, you may submit an appeal directly within the web-based system. To do this, you would log in to your account, retrieve your original request, and then click on the "Create Appeal" tab in the left-hand column. The basic information from your request will be duplicated for you, and then you can type in the basis of your appeal. If you prefer to use regular mail, you may submit an appeal to:

The Department of the Navy
Office of the General Counsel (ATTN: FOIA APPEALS)
1000 Navy Pentagon, Room 5A532
Washington, DC 20350-1000

5720

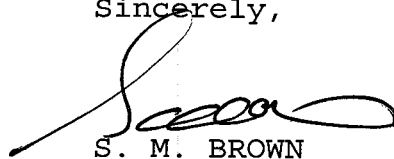
Ser 100/516

Your appeal, if any, must be postmarked within 90 calendar days from the date of this letter and should include a copy of your initial request, a copy of this letter, and a statement indicating why you believe your appeal should be granted.

For any further assistance and to discuss any aspect of your request, you have the right to contact the Department of the Navy FOIA Public Liaison, Mr. Christopher Julka, at Christopher.A.Julka@navy.mil or (703) 697-0031. Additionally, you have the right to contact the Office of Government Information Services (OGIS) to inquire about the FOIA mediation services they offer. The contact information for OGIS is: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-01, e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

Please contact my Counsel, Ms. M. K. DeMane at (757) 396-8625, or by email mary.k.demane@navy.mil should you have questions concerning the status of your request.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. M. Brown', with a stylized flourish at the end.

S. M. BROWN
Commander
Norfolk Naval Shipyard

All Exemptions below is
Interviewer: Exempt Under 5 U.S.C. 552 (b) (6)

All Exemptions below is
Interviewee: Exempt Under 5 U.S.C. 552 (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

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3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

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10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

****No points awarded for this question****

Final Score: 25

NOTES:

①

- Spoke clearly & passionately
- Answered questions succinctly
- Passionate, clear, professional answers

(b) (6)

②

- integrity & humbleness
- listen to your people
- Rose up when you make a mistake
- Doing job not about being perfect - its about understanding what actions need to be taken.

③

(b) (6)

- "A" item
- ID success in Trng Dept
- changing philosophy from quantity to quality
- Proven right the first time.
- "Prove you deserve this qual"
- Reduced Reject rate - result (< 5%)

④

- Non-compliance to require
- affects quality
- Use weld school to address non-compliance
- Right documents must be used or good weld doesn't matter

- started to ramble somewhat on Q 8, 9

⑤

- Appoint w/ weld school director
- Developing opportunity & leading mentor
- learned different traits needed to lead.
- holding person accountable who is not showing up
- treating people w/ respect
- I can't buy everything

⑥

- Talked about working w/ Pres
- work along w/ Nuc & NW Directors to meet their needs
- understanding needs of other leaders
- stopped & asked to repeat question - smart
- utilize the HS-12C - they understood the programs
- Discussed overall responsibility to coordinate w/ others.

⑦

- Competence in trng & trng back ground
- lead & design CTID program
- lead Weld school
- listen & communicate
- value all perspectives

⑧

- Ability to say "no" & recognize when I need to say "no" - create bandwidth problems

⑨

- weld school & CTID
- CTID - Described clear vision
- "start to finish"
- weld school
- Philosophy change

Interviewer: (b) (6)

Interviewee: (b) (6)

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****No points awarded for this question****

Final Score: 20

NOTES:

①

- 18 yrs in SV
- Apprenticeship
- W/L (2 yrs)
- Nuc / NW
 - Sub.
 - Carrier
- Supv.
 - N / NW

- (b) (6)

- Full time - Nuc (2015)
- Develop long plan

②

- Leadership
- Communications (B, G, I)
- Mentor
- Work well w/ others
- Plan & execute

③

- very well described
- Hull cutting plan
- Execute 22 Hull cuts
- By name welder weld on each hull cut
- worked w/ projects to make sure execution could happen
- 19 hull cuts / 3.2% reject rate

④

- welder proficiency
- Provide more arc time for welder
- Discuss what does welder want - professional development plan.

⑤

- I'm the peace maker
- talk on w/ on 1 on 1 level.
- mitigate at lowest level possible

- Asked clarifying questions - good

- Confident

- Few details

(b) (6)

⑥

- Set top priority
- Go down the line & execute
- Sometimes you have to call for help.

- (b) (6)

- Didn't answer question about working w/ multiple leaders

⑦

- Excellent leader
- Confident
- mentor & mentee
- don't mind learning

⑧

- a little abrasive
- "I speak my mind"
- "I have no filter"
- Team player

⑨

- Same answer as Hull cuts
- many different orgs involved
- Planning, executing, etc.

⑩

- consider me for the position
- Very dedicated to weld shop

Interviewer: (b) (6)

Interviewee: (b) (6)

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****No points awarded for this question****

Final Score: 14

NOTES:

- ①
 - Speaks w/ great confidence & commitment
 - Didn't listen to question being asked & didn't provide answers to the question
 - Defined tremendous amount of many different types welding experience across submarine work
 - Tremendous weld supervisor experience
 - R&D included

(b) (6)

- very well spoken
- professional & passionate about being welders

- ②
 - Dedication
 - answer ~~but~~ drifted into actual actions he is taking
 - Developing the wt
 - Safety

- ③
 - Learning Cell
 - Tracking reject rate
 - sharepoint site development
 - modification to the weld school
 - ↳ improved / accelerated workers to the water front

- ④
 - Reject rate - current problem
 - sharing knowledge based on R&D efforts

- ⑤
 - "Can't be their friend"
 - Mediate issue between inst & student
 - mentioned Facebook
 - described direct counseling of poor behavior
 - used letter of caution
 - experience w/ grievance process / procedures
 - Knows to go to LER

- Answers rambled all over

- ⑥
 - work w/ Resara Managers
 - not sure he understood the question
 - working w/ Nuc Directors

- ⑦
 - Dedicated
 - much K, S, A
 - both Nuc & NN
 - "I know welding"
 - expectations of CISE

- ⑧
 - "I am reliable"
 - Discussed strengths more than weaknesses (improvements)
 - Described some medical challenges (PST - not for consideration)
 - Took question off track

- ⑨ - LEARN POA & M
 - obtaining materials, finding, etc.
 - Reached out to others (shops)
 - engaging support from others.
 - Took question off track
 - Described lots of actions re: LEARN POA & M

- ⑩
 - Dedicated
 - Great fit for the job
 - Most experience for the Position

Interviewer: _____ (b) (6)

Interviewee: _____ (b) (6)

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0 pt – interviewee cannot answer the question or has never lead a major project.

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
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4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
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4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

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9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
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4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

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1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

****No points awarded for this question****

Final Score: 10

NOTES:

①
Provided timeline of experience & growth thru differing supervisor roles

- ②
- leadership abilities
 - Direct superordinates
 - manage subordinates
 - use resources related to LER
 - "resolve hot issues"
 - Safe environment

③
(b) (6)

- Describing positions he worked - Not a project he lead
~~Not~~ Did not talk about a project.

- Described a tracking program used for tung

- ④
- inexperienced welders at W6-8, W9-10 rated
 - Set up a tung program to evaluate & remove who's who can't weld.
 - Formulated tung so they can execute the work

- ⑤
- most experience developing apprentices
 - intentionally failing test
 - immature apprentices
 - set them up w/ mentors
 - lost that program - needs to be stood back-up

- ⑥
- interact w/ several senior managers
 - understood what everyone's needs are

- ⑦
- "Good question"
 - Structured - I follow process & Policy
 - in-depth reading of requirements
 - don't go by "word of mouth"

- ⑧
- "tough question"
 - stand alone for running my area of responsibility
- quote - "I can't answer that question"

- ⑨
- core competency
 - putting people on & developing w/ critical skills
 - Tryng plan to execute work so we can be successful

- ⑩
- Not known if I am truly interested in the position
 - where does position align to?
 - Bandwidth - what does this position encompass
 - "Set in my ways as it relates to development"
 - stay connected to apprentices

- Overall provided very brief vague answers - when details provided took answers off track from questions

Interviewer: (b) (6)

Interviewee: - (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
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4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

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2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
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4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

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0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

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0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
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0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
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4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

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1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

Final Score: 18

NOTES:

Interviewer: (b) (6)

Interviewee: (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
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4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
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4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

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2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

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0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

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1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

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1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
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4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

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9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
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4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

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1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

Final Score: 22

NOTES:

Interviewer: (b) (6)

Interviewee: (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

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2 pts – interviewee describes the qualities with minimum effectiveness.

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0 pt – interviewee cannot answer the question.

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
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4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

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0 pt – interviewee cannot answer the question or has never lead a major project.

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

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5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
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6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

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4	3	2	1	0
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1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

****No points awarded for this question****

Final Score: 17

NOTES:

Interviewer: (b) (6)

Interviewee: (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

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4	3	2	1	0
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4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

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6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
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4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
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4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

****No points awarded for this question****

Final Score: 16

NOTES:

- GRADING NOTES

- 1- NO POINTS PLANNED OR ANNOUNCED
- 2- ABILITY TO LEAD \Rightarrow VERY BROAD \Rightarrow -3
 DISCUSSED DIRECTS SUBORDINATES
 PROVIDED DETAIL USING EBO, "RESOLVE ISSUES", INFORMATION WORK
 LAID OUT BROAD CONCEPT DETAIL DESCRIPTION ENVIRONMENT
- 3- DESCRIBED ROLE AS TRAINING MGR
 LARGE (100-150 PEOPLE CAPABLE TO LEAD) \Rightarrow 4
 CREATED ~ 200+ ACTION SKILL PROJECTS
 REPORTS DESCRIBE USING HONOR GRANTING -
- 4- PROBLEM - INEXPERIENCED NARRATOR - \Rightarrow 2
 DESCRIBED PROGRAM OF USING WARD SCHOOL FOR TGS
 TRANSFERRED TO NOT PHILOSOPHY -
 DISCUSSION NEEDED FOR SKILLING INSTRUCTORS/STUDENTS
 TO LEARN
 NO FORMAL PROCESS TERMINOLOGY -
 DESCRIBED PROBLEM BUT NOT 'HOW' WARD SCHOOL WOULD
 CORRECT
- 5- DESCRIBED w/ LITTLE DETAIL SITUATION OF APPRENTICES \Rightarrow 1
 INTENTIONALLY FAILING TESTS -
 DID NOT ADDRESS HOW SITUATION HANDLED BUT DID
 DISCUSS NEEDED FOR 50-80% (PRESUMED HIS
 ACTIONS RESULTED)
 DISCUSSED LACK OF MENTORING PROGRAM -
 NOT DISCUSSION OF WHAT HE WAS DOING

6- DESCRIBED INTERACTION w/ MULTIPLE COACHES & P.S. w/
NO ASSISTANT -

⇒ 2

MINIMAL DETAIL PROVIDED

NO SPECIFIC SITUATION DESCRIBED -

DISCUSSED THAT HE HAS UNDERSTANDING OF NEEDS &
BE SUCCESSFUL. + SHOWED THEN DISCUSSION

7. KNOWS STRENGTHS

⇒ 3

KNOWS APPLICABILITY OF STRENGTHS

ABLE TO FIND/FOLLOW/CORRECT FOR/PROCEDURES ASSIGNED
to ZED -

NOT ALOT OF SUPPORTING DETAIL FOR SUPPORTING REASONS
WHY THIS IS A STRENGTH -

8. INTERVIEWEE DID NOT ANSWER QUESTION ⇒ 0

HAVE HE HAS BEEN STANDING AROUND FOR "SOME TIME"

9. Member identification the interaction Action & what was

CAUSING BUT DID NOT DESCRIBE what was → 2

Strategic vision/Goal of the Project was

NOT OF DETAIL for Team training, mission & better
to deconstruct

NO RESULTS PROVIDED

- 1- NO Points Planned on Annotation $\Rightarrow \emptyset$
- 2- DESCRIBED Qualities But utilized Broad Terms $\Rightarrow 2$
 "LEADERSHIP" - RELATED TO DICTATE + MENTOR
 LEAD WAS DESCRIBED BY MINIMAL EFFECTIVENESS +
 + DID NOT ELABOR ON THE NATURE OF THE QUALITIES
- 3- Utilized the plan- $\Rightarrow 4$
 effectively communication the problem, the project
 + REQUIREMENT
 Used formal terminology to Describe issue + project
 INCLUSION Briefly RECD + RESULTS OBTAINED.
- 4- "Proficiency" $\Rightarrow 3$
 Described use of word School/ers to gain more are time
 for common TID / Assessment + inclusion Assessments
 tracked to monitor.
 Informally described how word School could be
 used to correct.
 - NO DETAILS, NOT TIED to Philosophy
- 5- DID NOT provide A specific Situation $\Rightarrow 1$
 provided examples of how to HANDLE issues
 using low's + lowest possible level -
 not much clarity in Responses on if Actions
 were Successful.

6. - DID NOT GIVE DETAILS ABOUT MULTIPLE SERVICES $\Rightarrow 1$
MORE THAT PROVIDED COMPETITIVE PRIORITIES

- SOLUTION WAS TO WORK IN PRIORITY ORDER,
(NO DETAILS OR CHANGE)

7. - ANCHOR AREAS OF STRENGTH $\Rightarrow 2$

DID NOT PROVIDE SUPPORTING REASONS / CLARIFY
WHY THESE WERE IMPORTANT

PROVIDE ANSWERS IN PASSION + HOW THOSE STRENGTHS
~~ISSUES~~ MIGHT SHOW ON WATERFRONT WORKS LEFT
FOR US TO INHERENTLY UNDERSTAND

8. - KNOWS AREA NEEDING IMPROVEMENT $\Rightarrow 1$
BUT CHANGE QUESTION + NOT INDICATING
IF IMPROVEMENT OCCURRED, IF STILL WORKING
ON IMPROVING AND / OR PROVIDING DETAIL.

9. - DESCRIBED STRATEGIC VISION OF THE PLAN + TACTICAL
ACTION TO GET WORK COMPLETED $\Rightarrow 4$
INCLUDES PLANNING, EXECUTION + COORDINATION
OF OTHER SUPPORTING SHOPS -
PROVIDED RESOURCES OF VISION / PLAN -

(b)(6)

GRADING Notes

- 1- No points. Planner on answer $\Rightarrow 0$
- 2- Integrity & Humble Notes
DESCRIBED ISSUE w/ NAME & NATURE $\Rightarrow 3$
NOT IF COUNTRY OF ORIGIN REGARDING
- 3- DESCRIBED PROJECT AS [REDACTED] [REDACTED] [REDACTED]
WORKING A TEAM TO REDUCE REFUSE RATES $\Rightarrow 4$
USED FORMAL TERMINOLOGY + DESCRIBED NOT RESULT
INCLUDED DETAILS REGARDING PHILOSOPHY
- 4- Problem: Non Compliance $\Rightarrow 3$
ADEQUATELY DESCRIBED w/ DETAIL HOW WARD SCHOOL
COULD BE UTILIZED TO CORRECT ISSUE
DESCRIBED IN DETAIL ISSUE INCLUDING 2 POSSIBLE
CAUSES (LOR or CHOICE).
INCLUDED PRODUCTS DESIGNED TO BE USED TO CORRECT -
DID NOT USE PHILOSOPHY OF WARD SCHOOL -
- 5- [REDACTED] [REDACTED] [REDACTED] [REDACTED] $\Rightarrow 2$
WORKING ALONGSIDE + THEN DIRECTION
DESCRIPTION SITUATION BUT NOT BEHAVIORS THAT MADE
IT DIFFICULT (WERE)
LESSONS LEARNED

Grading Notes -

- 1- NO POINTS PLANNED OR AWARDED $\Rightarrow \emptyset$
- 2- MINIMALLY DESCRIBED QUALITIES $\Rightarrow 2$
 RAMBLER, UNCLEAR
 DID NOT EXPOUND ON ANY QUALITIES
- 3- NO SINGLE PROJECT DESCRIBED $\Rightarrow 2$
 NO FORMAL TERMINOLOGY USED
 MINIMAL EFFECTIVENESS
 NO "PROCESS DESCRIPTION"
- 4- EFFECTIVELY DESCRIBED PROBLEM $\Rightarrow 3$
 DID NOT USE FORMAL PROCESS TERMINOLOGY
 PROVIDED PROCESSES TO GET RESULTS BACK TO WORKER
- 5- DID NOT DESCRIBE SITUATION $\Rightarrow 2$
 DID NOT PROVIDES SPECIFIC
 RAMBLED AROUND DISCIPLINE ISSUES -
 SHOW WELL VERSED "DISCIPLINE KNOWLEDGE"
- 6- INTERVIEWER DID NOT ANSWER QUESTION $\Rightarrow 0$
 DISCUSSED INFORMATION @ SAME LEVEL OR BELOW
 GAVE NO SPECIFIC SCENARIOS THAT DESCRIBE
 INTERACTION OF MULTIPLE SENIOR LEADERS
- 7- PROVIDED STRENGTHS (SOLID) $\Rightarrow 3$
 DID NOT PROVIDE CLEAR DETAIL IN HOW APPLIED
 VERY CONFIDENT ABOUT ABILITY & KNOWLEDGE

8 - NO IMPROVEMENT AREA PROVIDED
NOTHING IMPROVED -

DID DESCRIBE WHAT HE WOULD DO -

9 - DID NOT PROVIDE STRATEGIC GOAL OR $\Rightarrow 3$
HOW PARTICULAR PLAN/ACTION GOT THERE
DESCRIBED EFFECTUALLY MATERIAL/FUNDING
COORDINATIONS w/ OTHER CODES DESCRIBED

Interviewer: _

(b) (6)

Interviewee: _

(b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior. *No specifics*

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

*Peace Maker
fall 1 on 1
provide
feedback
Mistake
correct w/*

*I what
has
priorities
not ask &
call for
help
M-SGS
more initiative
manage &
id long lead*

*excellent
leader
communication
ask questions
likes to
learn
Mentor
detail*

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

Final Score: 19

NOTES:

Didn't elaborate a lot
Stopped own self-

Can be
abusive
went back
to strength

Had a lot
multi org
projects
X11
X56
Planned
&
execute to
meet sch.

19 @ 3.25

Interviewer: _____

(b) (6)

Interviewee: _____

(b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

**No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

Reject rate
Many - had issues

Knowledge sharing
CFO

Trouble
explaining
issue
Background
way forward

Spoke clearly
good direct
eye contact

dedicated to
management
Training support
waterfront
Develop
workforce

learning
event
Share point
site.
every one
has access
weld school
expansion
opened additional
path.
Ensure success

only mentioned
Dedicated

used weld school
expansion as an
example then said
wasn't as
involved

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
---	---	---	---	---

General - not specific worked at LER

4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

*Dedicated
Knowledgeable*

*Review
+
Concern on paper
day job not strength*

*Has had to
counsel
Personnel
Can't be friend
talk through
mediate
+ remove myself
from class
+ dealt w/
previous
contact
RM to find
it needs
no info
on how to
support*

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
---	---	---	---	---

(b) (6)

Didn't discuss a critical self assessment related to work

4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
---	---	---	---	---

Didn't discuss issue - background - way forward

4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

*- most experience
- work w/ team
- most knowledgeable*

Final Score: 9

NOTES: *Didn't listen to questions
Very knowledgeable - Not able to focus*

*LEAD
POAM
*end of FY
*trying to order
material
By manual
Know job
get*

Interviewer:

(b) (6)

Interviewee: (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

(b) (6)

(b) (6)

2) What qualities do you believe a successful manager should have?

4	3	2	①	0
---	---	---	---	---

4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	②	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	②	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

- ability to lead
- experience
- direct sup
Prompted

- training Mgr
- 150 personnel
entry to qual

time to follow
in employed
Results - 100%
graduating - 50% honor grades

Sharp
Welders
WB-8 or 10
not qualified
Minimal
efforts for 10s
removed

Use skilled
instructors
for WB 8 &
below -
Need right
person to be
able to convey
training to
develop
personnel

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

Apprentices are on mature - had a mentor program need to persist

- (b) (6) 5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
---	---	---	---	---

(b) (6)

4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

105.4
105.2
Project
- Liaisons
Understand
needs to
be successful

Structured
follow
requirements
+ policy

OPM/EEO
SOP - Know
issue & correct
way forward

- 2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.
 1 pt – interviewee does not describe strengths with any detail.
 0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
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- 4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.
 3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.
 2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.
 1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.
 0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
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- 4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.
 3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.
 2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.
 1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.
 0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

Final Score: 12

NOTES:

No self reflection
 General, not detailed
 answers

? 1712 series
 where is position
 answer -
 ? what is band width
 all training - NPSN used
 GSD
 PS-12

work w/
 AFGIR.

Runs as a
 stand alone

Development
 Core
 Comp
 develop
 crucial
 skills
 skills &
 unskilled
 set targets

Interviewer: (b) (6)

Interviewee: (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

****No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.**

(b) (6)

back to 926

(b) (6)

- Capacity for 96 students

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

Be able to identify way forward. Be able to correct course

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
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4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology. Don't remember terms

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

Proficiency prior to qualification = Results reduced reject rate for Pipe + waterfront

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

Weld School

Non Compliance

effects quality

lack of knowledge or choice

Weld School

address knowledge

- install to understand base

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation? *used BS12 to hold accountable, have rules*

4	3	2	1	0
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Adapted different techniques, need a fair & practical to be consistent
4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this. *use 12s & ensure they have ownership*

4	3	2	1	0
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didn't tie to senior leaders
4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

*Been an instructor
Travelled & represented
Had opport to lead
Able to listen & value perspective*

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
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4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
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4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in

questions 2 through 9.

No points awarded for this question

Final Score: 27

NOTES:

Very good interview
More eye contact

Ability to
Say no
+ recognize
when should
say no.
Sacrifice
bandwidth

CTO
Vision
impacts
improve
Prof for
\$50,000
develop
system to
track.
ID qual
those not
bring in for
assessment.
worked w/
resource
manager
Scheduled
9 days
improved
male

Recognized negative
training
addressed

Interviewer: _____ (b) (6)

Interviewee: _____ (b) (6)

C926/GS13 Weld School Director Interview Questions

(b) (6)

- 1) Please tell us about yourself, your history and your supervisory experience. *- Appren - C+DL*
**No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.

- 2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

*- Integrity
- Humbleness
- Course Correct
- Identifying Actions to take*

- 3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

- Linked up Profic's / Proven Quals - Reduce Reject Rate

*Training Director
- Identify Success
- Throughput*

- 4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

*- Non Compliance
Lack of Knowledge
- Embedding the correct tools*

- Forceful Back-up to waterfront

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
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4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

- Being a superior
- mentor (b) (6) mentor
- Develop a leader in team
- (Employee attendance) told people account

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

Competence in Training
Lead and Design CTD Program
Leader / Listen / Communicate

value Peespec

NA
VND
Deputy

Not address
senior leader
partial

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
---	---	---	---	---

-ability to say NO / Bandwidth management

4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

- Profic For NAC welders
- Develop tracking system
- work thru scheduling issues / Consistent from training to water front

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

Final Score: 20

NOTES:

Interviewer:

(b) (6)

Interviewee:

(b) (6)

Didn't Really
Ans questions

- worked with a lot of Different Codes
- mentored as a Supervisor

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience.

**No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.

- willing to help

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

- Dedicated
- Required training
- Develop work force
- Safety

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

- Learning cell
- Reject Rates
- increased training space
- Successful project
- quality of life

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

- Reject Rate / RID
- Sharing Knowledge of problems
- Retraining where problems exist

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
---	---	---	---	---

- Mediate problems / Letter of caution

4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

contact right person to get guidance

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
---	---	---	---	---

- ND
- Resource Managers - train mechanics ahead of need date

4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

Dedicated
Knowledge and Skill
Welding is what he knows

- Experienced
- Concur on NEM chapters

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

(b) (6)

- Safety Improvements

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

- Lead Poam

- Fund machinist to support training

- Clean-up weld school

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

- Great Fit For Job

- Most Exp

- Team will work well together

Final Score: 16

NOTES:

Interviewer: (b) (6)

Interviewee: (b) (6)

C926/GS13 Weld School Director Interview Questions

(b) (6)
- Apprentice
- Career
- Subs

1) Please tell us about yourself, your history and your supervisory experience.

**No points awarded for this question – consider the interviewee's response in determining overall DGP, professional appearance and manner, oral communication clarity and professionalism.

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

- Communication
- Dictate
- Mentor Sub
- Leader

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
---	---	---	---	---

22 in total

- Communicate with Project

- Hull cut's
- Develop Training plan
- Execute Training plan

4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

19 complete on time

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

- Profic welders
- Develop Profic
- Career plan
- Core Comp
- Training plan

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

- solve at lowest level possible
- peace maker

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
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100% Priority - SPS in; on Holl cuts

4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
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4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

Exe Leader
Communicator
Ask a lot of Questions
Exe Mentor and Mentee

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

4	3	2	①	0
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- To abrasive / No Filter / Speaks mind / Change mind on question ask

4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	②	1	0
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4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

- Hull cuts
- all organizations involved
- plan/execute

19 hull cuts 3.25

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

Exe Leader / Loyalty means alot

Final Score: 17

NOTES:

Interviewer: (b) (6)

Interviewee: (b) (6)

C926/GS13 Weld School Director Interview Questions

1) Please tell us about yourself, your history and your supervisory experience. (b) (6)

**No points awarded for this question – consider the interviewee's response in determining overall (b) (6), DGP, professional appearance and manner, oral communication clarity and professionalism. (b) (6)

2) What qualities do you believe a successful manager should have?

4	3	2	1	0
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4 pts – interviewee effectively describes the qualities of great manager (to them) and is able to do so with great detail or with an example of person that exemplifies these qualities.

3 pts – interviewee describes the qualities but does expound on the nature of these qualities

2 pts – interviewee describes the qualities with minimum effectiveness.

1 pt – interviewee is ineffective in describing the qualities.

0 pt – interviewee cannot answer the question.

Manage sub - understand work ENVIRO

- Ability to Lead
- Exp
- Direct Sub

3) Please describe a specific large project you ran as the project lead, the process that was used and the results (i.e. on time delivery, positive participant feedback, ROI, etc).

4	3	2	1	0
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4 pts – interviewee effectively describes the process using formal process terminology and is able to do so with great detail. (i.e. describes POA&M, DMAIC, PDCA, etc).

3 pts – interviewee effectively describes the processes but does not do so using formal process terminology.

2 pts – interviewee describes the process with minimum effectiveness.

1 pt – interviewee is ineffective in describing the process.

0 pt – interviewee cannot answer the question or has never lead a major project.

- Appr Hiring
- 50% Honor grad
- xcharts / Tracking
- CRIT skills / PROGRAM
Training

4) Describe a problem that is currently facing our workforce on the waterfront and how the weld school can be utilized to correct this area of deficiency.

4	3	2	1	0
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4 pts – interviewee effectively describes the problem using formal process terminology, understands the boundaries and philosophy of the weld school (proficiency over qualification) and is able to do so with great detail. (i.e. describes problem, source of requirement, function of weld school in correction, etc).

3 pts – interviewee effectively describes the problem but does not do so using formal process terminology. interviewee describes informally how weld school could be used to correct.

2 pts – interviewee describes the problem with minimum effectiveness.

Inexp Welders / Appr not getting trained properly
Formalize Training To Develop Mechanics

1 pt – interviewee is ineffective in describing the problem or cannot describe how the weld school could be utilized to correct.

0 pt – interviewee cannot answer the question.

5) Please describe a situation as a supervisor when you had to manage a difficult team. How did you manage that team member and the situation?

4	3	2	1	0
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(b) (6)

- new being team

4 pts – interviewee is clearly able to describe the specific behaviors of the challenging team member, his/her own leadership behaviors with the interaction, describes a link between the two and can describe the resulting change in member behavior and overall effect on the team.

3 pts – interviewee describes the interaction with clarity but does not describe specific behaviors however can describe a link between two and the resulting change in member behavior.

2 pts – interviewee describes the interaction with some clarity but cannot describe a link between his response to the interaction and the resulting member behavior.

1 pt – interviewee is ineffective in describing the difficult interaction.

0 pt – interviewee cannot answer the question or has not lead a team.

6) This position requires managing multiple demand challenges from multiple senior leaders. Describe your capability for managing under this construct and describe a specific situation as a supervisor where you have been successful at doing this.

4	3	2	1	0
---	---	---	---	---

104.5 / Project
105.2 /

- Understand Needs

4 pts – interviewee is able to describe with great detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

3 pts – interviewee is able to describe with some detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

2 pts – interviewee is able to describe with minimal detail and clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

1 pt – interviewee is vague and/or rambling and does not describe with detail or clarity their ability and the situational results using a clear “end in mind” strategy for operating under a multiple leader construct.

0 pts – interviewee really cannot or does not answer the question directly.

7) Please tell us what your strengths are and how you apply them in your work.

4	3	2	1	0
---	---	---	---	---

4 pts – interviewee describes strength with clear detail and describes their supporting reason with great clarity, purpose and passion.

3 pts – interviewee describes strength with somewhat clear detail and describes their supporting reason with some clarity, purpose and passion.

Follows process and policies

SOP

Structure

2 pts – interviewee is not really able to describes strength with clear detail and describes their supporting reason with some clarity, purpose and passion.

1 pt – interviewee does not describe strengths with any detail.

0 pts – interviewee does not or cannot answer the question.

8) If I were to contact your last supervisor and ask which area of your work needs the most improvement, what will I learn?

stand alone

4	3	2	1	0
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4 pts – interviewee describes area of improvement with clear detail and describes their supporting reason with great clarity, purpose and understanding.

3 pts – interviewee describes area of improvement with somewhat clear detail and describes their supporting reason with some clarity, purpose and understanding.

2 pts – interviewee is not really able to describe area of improvement with clear detail and describes their supporting reason with some clarity, purpose and understanding.

1 pt – interviewee does not describe area of improvement with any detail and rambles or is unclear in answer.

0 pts – interviewee does not or cannot answer the question.

9) Please discuss a time when you have had to take an organizational strategic vision or goal and translated that into a more tactical action plan. What was the strategic goal, what was your tactical action plan to execute and what were the results?

4	3	2	1	0
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4 pts – interviewee is very able to describe both organizational strategic vision/goal and tactical action plan with great detail and describe their process and results with clarity including clear results.

3 pts – interviewee is somewhat able to describe both organizational strategic vision/goal and tactical action plan with detail and describe their process and results with clarity including results.

2 pts – interviewee is able to describe both organizational strategic vision/goal and tactical action plan with some detail and describe their process and results with clarity.

1 pt – interviewee describes both organizational strategic vision/goal and tactical action plan with little or no detail and provides little results.

0 pts – interviewee does not or cannot answer the question.

- Development
- Critical Skills
- Training Plan

10) Is there anything else you would like to add or that you would like for us to know OR do you have any questions for us? Points awarded only if provides ability to provide additional missing detail in questions 2 through 9.

No points awarded for this question

- Position is in 926
- AOR
- Not Part of Appr Program

Final Score: 11

NOTES:

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Name		1	2	Sub Total A: Sub Total (1:2) *2	3	4	5	Sub Total B: Sub Total (3:5) *3	6	7	Total Resume Total E+1+(6:7)	8
2			Training Experience	Welder Experience		People Skills/Leadership	Briefing Skills	Adult Ed & Training		Performance Rtg	Awds		Interview Score
3													
4	All Exemptions below are Exempted under 5 U.S.C. 552 (b) (6)		5	3.5	17	3	1.5	3	22.5	3	5	47.5	23.5
5			5	5	20	3	0	3	18	3	5	46	25
6			5	3	16	3	2	3	24	3	5	48	27
7			5	3	16	3	2	3	24	3	5	48	22
8			5	3	16	3	2	3	24	3	5	48	20
9			5	5	20	2.5	0.5	2.25	15.75	3	4	42.75	13.75
10			5	5	20	3	0	2	15	3	4	42	14
11			5	5	20	1	1	2	12	3	5	40	9
12			5	5	20	3	0	2	15	3	4	42	16
13			5	5	20	3	1	3	21	3	3	47	16
14			3	5	16	2.5	1.5	2.25	18.75	1.5	3.25	39.5	18.5
15			4	5	18	3	0	2	15	3	3	39	20
16			1	5	12	2	2	2	18	0	5	35	19
17			3	5	16	3	2	2	21	3	3	43	18
18			4	5	18	2	2	3	21	0	2	41	17
19			1.5	5	13	2	0.5	2.5	15	2.25	5	35.25	12.5
20			1	5	12	1	0	3	12	3	5	32	10
21			0	5	10	2	0	2	12	0	5	27	12
22			3	5	16	3	0	2	15	3	5	39	17
23			2	5	14	2	2	3	21	3	5	43	11
24			0.75	4.75	11	2	1	2	15	0	3	29	
25			1	5	12	2	0	2	12	0	5	29	
26			0	5	10	2	1	2	15	0	5	30	
27			1	5	12	2	1	1	12	0	1	25	
28			1	4	10	2	2	3	21	0	1	32	
29			0.75	5	11.5	1.5	1	2.25	14.25	0.25	2	28	
30			0	5	10	1	1	2	12	0	0	22	
31			0	5	10	1	1	2	12	0	4	26	
32			1	5	12	2	1	2	15	0	1	28	
33			2	5	14	2	1	3	18	1	3	36	
34			0.25	5	10.5	2	0.25	1.75	12	2.5	0.25	25.25	
35			0	5	10	2	0	2	12	3	0	25	
36			0	5	10	2	0	2	12	3	1	26	
37			0	5	10	2	0	2	12	3	0	25	
38			1	5	12	2	1	1	12	1	0	25	